CONCORDIA UNIVERSITY

Graduate Studies News

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Mailing Address: *1455 de Maisonneuve Blvd. West*
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Location: *2145 Mackay St.*
Telephone: *(514) 848-3800*

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From the Dean's Desk

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One of the exciting aspects of Canadian life is the depth of common values and understanding that unites us across this vast tract of land. In many ways, the Canadian Association of Graduate Schools (CAGS) is a living example of this remarkable national bond.

CAGS was founded in 1962 by the deans of eighteen graduate schools. The aims of the association were "(1) To exchange information, experiences and views regarding (a) the initiation, organization and administration of graduate studies; (b) the admission, support and supervision of graduate students; (c) the structure of degree programmes; (d) the promotion of research; (e) other matters of concern to deans and directors of graduate studies; and (2) generally to promote the improvement of graduate education in Canadian universities." (The more things change..., A Somewhat Reminiscent History of the Canadian Association of Graduate Studies, by Frederick A. Aldrich).

Today CAGS has over forty institutional members and the graduate enrolment in Canadian universities has swelled to 77512 students, 19165 doctoral students, 56487 master's students, and 1860 pre-master's students. Comparable enrolment figures for 1962 seem to be unavailable. However, we can measure the growth of graduate studies in this country by comparing the number of graduate degrees awarded in 1962 and 1988: In 1962, Canadian universities awarded 421 doctoral degrees and 2755 master's degrees. In 1988, the figures had grown to 4035 doctoral degrees and 27813 master's degrees, a ten-fold increase in the number of graduate degrees awarded.

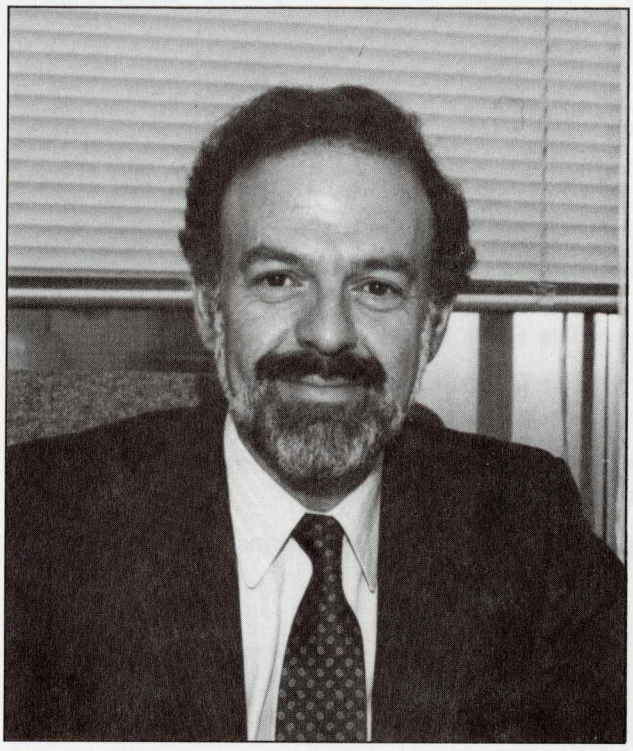
The 1989-90 executive committee of CAGS consists of the deans of Graduate Studies of the University of Victoria (the western-most Canadian University), Memorial University (the eastern-most Canadian University), the University of Manitoba, McMaster University, l'Université du Québec à Montréal, Concordia, and the University of Windsor. This healthy mix in the leadership of CAGS ensures cross-fertilization and mutual enrichment. This is particularly germane in a country as wide and diverse as ours. It minimizes cultural isolation and a preoccupation with regional affairs.

CAGS has institutional links with the Association of Universities and Colleges of Canada, the Council of Ministers of Education of Canada, Canadian Bureau of International Education (a private organization), the Canadian International Development Agency, the International Development Research Centre, and other government bodies such as the Department of External Affairs and the Office of the Secretary of State. In addition, CAGS has reciprocal links with the Council of Graduate Schools of America. In addition, CAGS has developed close links with the Natural Sciences and Engineering Research Council, the Social Sciences and Humanities Research Council, and the Medical Research Council.

Concordia University is a committed member of CAGS and is working actively for the cause of higher learning from coast to coast.

M. E. Szabo
Dean

Graduate Education in the Faculty of Commerce and Education



Dean S. Appelbaum

Early in the 1980s, Concordia's Faculty of Commerce and Administration offered only a few graduate programs and brought in a mere $50,000 of external funding for graduate research. As the decade closes, the faculty has two additional master's degrees, a tenfold increase in external research funding, and double the enrolment in most graduate programs. The remarkable growth in the faculty has helped put Concordia on the map of high profile Canadian programs.

How has it been done? Ask Dean Steven Appelbaum and he responds with zeal, using colourful comparisons such as an Ogilvy's rather than a K Mart type of education to describe his goal. He feels the reason for the rapid growth is clear. "The movement into graduate education really has been a contiguous one with the people we've hired and also with the efforts of the faculty to turn out and develop research. And we've suceeded," he says with pride.

Where once Concordia applications for research funding were rejected almost automatically, now there is respect that the university is turning out major league material. Proof is the leap from $50,000 to $500,000 over the past five years in research funds to Concordia's Commerce and Administration Faculty from agencies such as NSERC and SSHRC, states Appelbaum.

The new faculty members are all researchers rather than practitioners, he says, and they have either a proven record or obvious potential. "We reduced their workload so that they would be able to do nothing but research. If you take a look at the Administrative Science Association of Canada and at those presenting papers, Concordia has been running away with all the awards. And if you go across the United States and Europe on conferences and seminars, you find more and more Concordia University people who are presenting research. Our whole profile has changed," he says.

The effect has been contagious. "With these new wunderkinds we've hired, the other faculty members have responded to this internal movement and competition, and are producing like they never have before," Appelbaum says.

Merit awards and promotions are based almost entirely on top quality research, the Dean states. "You don't get rewarded for coming in every day. You get rewarded for output, and the output has to be primarily in terms of research – grants, published articles, textbooks."

Has the new emphasis on graduate education been at the expense of undergraduate teaching? Appelbaum responds that he has not "cannibalized" undergraduate education, but rather maintained it while expanding the other. "We let those key people who are interested in examining undergraduate education be on those committees and let them run with it."

The shift to graduate education began in 1984 and rapidly became the faculty's priority. "That's attested to by the proliferation of the Ph.D. program and the Executive MBA program, which is just exploding – there's a remarkable waiting list. The MBA program and the Executive MBA program are the polar programs. The M.Sc. comes just at the right time. It's been in the planning stage since 1985," he says.

In expanding graduate studies, the faculty has put into practice one of its own disciplines – marketing. As Appelbaum says, where pages from the graduate studies calendar were once xeroxed for prospective students, now glossy brochures go out illustrating each program.

Word has spread by personal contact too. For instance, since 1984 enrolment for the Diploma in Institutional Administration has more than doubled, now reaching 200 students. The increase has come, in part at least, from the administrative director visiting hospitals, schools and government agencies to describe the program.

Relations with industry have also been nourished. Both MBA programs are constantly in touch with industry. Presidents and vice-presidents of the large organizations in Montreal are in the Executive MBA program. In other programs, executives teach part-time.

The emphasis on graduate education is in tune with changing times in Quebec as well as the rest of North America. In the 1970s the value of having an MBA came apparent when graduates from the Ivy League universities went on to make fortunes. Their success was well-documented in the media.

The curriculum in Concordia's Commerce and Administration Faculty has also paralleled the new era of business in Quebec. "Two movements have happened," Appelbaum says. "You've had the macro movement – the big, complex, super organizations that were here and that have gone. We still train people to go and work for General Motors and Sun Life and all of those companies."

"But Quebec is changing, and this is a very entrepreneurial Quebec. A lot of the graduates – particularly from HEC (Hautes Etudes Commerciales) – are going into small businesses. We have a significant allophone and francophone population, and they too will be doing that."

A few years ago, the faculty addressed this trend by adding more international business components to graduate studies, more small business components, communication skills and computer applications.

The latest jewel in the faculty's crown – the M.Sc. in Business Administration – was carefully chosen through a market survey. "We looked at all of those issues that are very important for small and medium size business. Those companies will certainly take graduates with this new M.Sc. degree and move them faster into key managerial positions rather than somebody coming with an MBA degree. This will fulfill the new movement in Quebec of the medium size company, in addition to all the entrepreneurs who are putting up smaller companies here."

Approved recently by Education Minister Claude Ryan, the M.Sc. begins in September 1990. It is the second of its kind in an English Canadian university and the only one in Quebec in English.

The M.Sc. is far more specialized than the MBA and Executive MBA, explains Juan Segovia-Zapiain, the academic director of the program and Associate Dean of Graduate Studies and Research. Students will choose one of four options in which to specialize: finance; marketing; management; or decision sciences and management information systems.

"The student can only take one option. At the end of his or her studies, the student will be an expert in that particular area," he says.

Most students will already have a bachelor's degree with a major in the area in which they want to specialize. Otherwise more courses must be taken by them to become eligible for the particular specialty.

With nine faculty members to be hired over the next three years for this degree, Dean Appelbaum points out that it is a major investment at a time of cutbacks for pioneering work in education. "So, obviously this program has really fulfilled a niche. The people in government and the outside referees and examiners thought that this was a very significant program." He adds proudly that the establishment of the M.Sc. is a further testimonial to the significance and depth of graduate studies in the faculty.

The degree will also be a major feeder to Concordia's Ph.D. in Administration, which is a joint program with three other universities – McGill, Université du Québec à Montréal and Ecole des Hautes Etudes Commerciales (affiliated with l'Université de Montréal). Launched in 1976, this degree pools the resources of all four universities and has a bilingual element in that students must be able to understand spoken and written French and English. The degree aims to educate competent researchers and to stimulate research on management problems.

Although students can take courses at any of the participating universities, they are enrolled in only one. Concordia has 28 students in the program, 10 more than its estimated maximum. "That indicates the recognition of the quality of research undertaken in the faculty," states Segovia-Zapiain. The trend by students to choose Concordia is a recent one, this not always having been the case several years ago. "Some of the students come to Concordia to work specifically with a faculty member," he explains.

Students going into the Ph.D. from the M.Sc. program, rather than from the MBA, will find the route much smoother because of the high degree of specialization already covered at the Master's level. Research consequently will begin faster.

The more general degrees in the faculty are the Master's in Business Administration (MBA) and the Executive MBA. The MBA began in the 1960s and is geared to people who come from other graduate programs such as arts, science or engineering and want a broad business degree. Basic subjects such as accounting, finance, economics, marketing, organizational behaviour and quantitative methods are covered.

The Executive MBA, launched in 1985, takes the same broad approach but is designed for mid-career executives with wide experience at the senior management level. A balance is struck between the theoretical and practical approaches.

Both degrees have heavy enrolments – particularly the newer Executive MBA for which the response has been unbelievable, Appelbaum says. "Every available place is taken and we have a waiting list every year."

The diploma programs, begun in the 1960s, meet the needs of those who want a program in a specific discipline, but without the rigorous research demanded at the Master's level. The diplomas are in accountancy, institutional adminstration and sports administration. What of the future in the faculty?

"You have to put up the arrêt sign," says Dean Appelbaum. Even though there are proposals around for a degree in aviation management and another for an Executive Ph.D., there are no immediate plans to create any more programs.

"What's interesting is that everybody pushes. 'Why don't we do this and why don't we do that' they say. It's not as if we had to sit around here and say, 'Listen, we have to come up with something interesting because it's getting boring here.'"
"Everybody gets excited because of the size of the place. They think we can do anything. But we can't. People get tired. These projects are very labour intensive. They take hours and a lot of people. That cuts into workload; it cuts into other committees and assignments."

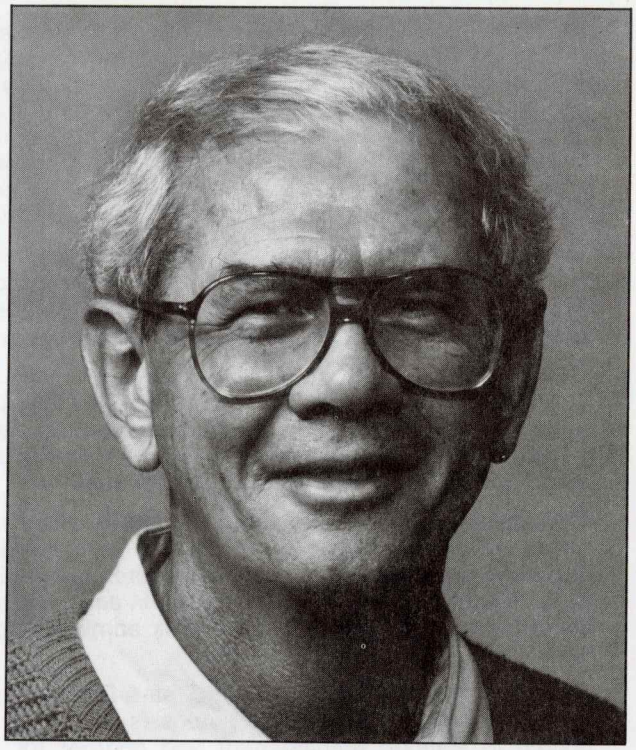
"If you spread yourself out too thin, you wind up having a very poor quality and operating like a K Mart. We want to have a very select Ogilvy's, where people come in and there's a couple of excellent products here that are resourced and managed," he explains.

The response to existing graduate programs – from students through to the Education Ministry – shows that the goal is being met.

Raymond Charron: Doctoral Candidate in Communication

Although possessing a B.A. in French Literature and an M.A. in Philosophy from the University of Windsor, Raymond Charron states his real enlightenment began after signing on with the finance department at Bell Canada in Montreal.

In 1977 the political structure collapsed in Lebanon. As part of a United Nation's mission, Bell dispatched their consultant, Charron, to help deal with the complete breakdown of the Lebanese Telephone System. In 1978, Charron was again sent off to the Middle East — this time to Saudi Arabia, in charge of a group of experts in economics and technology. The objective of this project was to design and implement a computer system, one function of which was to include all payable activities of the corporation. Charron's function



Raymond Charron

included training, developing and implementing the system with Canadian managers. While on assignment for Bell, Charron was responsible for paying the suppliers, construction sub-contractors, hardware suppliers, etc. There was absolutely no chequing system in place at the time and so everything was handled in cash. Charron's financial transactions were handled daily with the equivalent of $1 – $2 million Canadian dollars in neatly stacked piles of riyals.

Charron left Saudi Arabia in 1982, and the employ of Bell Canada in 1983, when he found the corporate lifestyle was beginning to get the better of him. The University of Maryland contracted him to teach philosophy for the Defense Department. He taught U.S. army troops stationed in Germany and also U.S. navy sailors onboard the U.S.S. Orion, a submarine repair ship.

During his time in Lebanon, Charron saw first-hand, without the aid of network cameras and film editors, what a fragile thing democracy represents. The fabric of the demographic system had been so eaten away that voting turned into looting and order became attempted organized disorder.

Needless to say, the humanist and philosopher in Charron was seriously affected by the experience. He acknowledges that his experience in Lebanon was the catalyst that led him to seek out an M.A. in Public Policy & Public Administration at Concordia. His electives were in the communications field. He graduated in 1987 having won the gold medal for political science. In 1988, he took a qualifying year in communications and applied for funding from SSHRC (Social Sciences & Humanities Research Council).

A year later, he was accepted into the first year of the doctoral program in communication and awarded a SSHRC fellowship.

Charron chose Concordia for his doctoral studies because of the excellent reputation of the Communications Department. He holds a teaching assistantship, teaching Theory of Communication courses with Professor William Gilsdorf. From his teaching experience he can see that this is what he would like to be doing upon completion of his doctorate. The structure to the doctorate in Communication at Concordia also appealed to him. It is a joint program offered by Université de Montréal, Université de Québec à Montréal and Concordia. The joint program means access to much more expertise and facilities than a program lodged in one university alone. Charron's doctoral thesis will develop the concepts of Space and Time from an ontological perspective and relate the results to the body of Innis' position on technology and communication. It will then discuss the implications of this analysis with respect to the current Canadian political, economic, social, cultural, ethical and ideological context from both a domestic and an international viewpoint. It is hoped that the result will make a contribution to the way in which Canadians see themselves as individuals, as a people, in relation to technology, with respect to our American neighbours and to the world.

Charron explains in his thesis proposal, "...According to H.A. Innis, the only way to present a total collapse towards the power, materialism and domination of Space is to re-discover the significance of those values related to Time and, in so doing, to strike a balance between both concepts. In order to make such a discovery, he believed that it was necessary to return to the values of the oral tradition which flourished with the early Greeks. Though the definitions and implications of Space are clearly described as being the compulsive extensions of power, commercialism and ideology, the ontological assumption contained in the concept of Time remain undeveloped. Consequently, the full impact of Innis' work and the depth of his wisdom have not been fully understood or appreciated. The first part of the thesis will develop the theme that Innis' ontological assumptions put him at variance with many key assumptions of capitalism.

Charron hopes to develop the thought that if the development and application of technology is guided by certain ontological requirements, there exists tremendous liberating possibilities. On the other hand, in the absence of this critical guiding principle, one can certainly predict further confusion, crisis and alienation..."

Doctoral studies in communication would seem to be able to provide ample opportunity for the humanist and philosopher in Charron to flourish.

Upcoming Doctoral Examinations

Candidate:	Kathryn Gill, Dept. of Psychology
Thesis Title:	A Critical Evaluation of the Use of Animal Models in Alcohol Research: An Examination of Voluntary Alcohol Consumption in Rodents
Examination:	Monday, January 8, 1990, 2 P.M.
Place:	Room H-769 in the Hall Building, 1455 de Maisonneuve Blvd. West, Montreal.

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